

Effective Team-working and Communication
BMSW4009
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Terms of reference

The purpose of this report is to demonstrate the ability to apply the main theories relating to group dynamics, team working and communication using my own workplace examples.

The deadline for the report is the 4th of December 2023 and it was requested by lecturer James Squire-Wood, from University of Wales Trinity Saint David.

Executive Summary

In this report I used all the tools that have been given to me in the Effective Team-working and Communication lecture to learn and discover more about myself.

TEAM PRESENTATION

Workplace example of applying Belbin, Tuckman and Thomas-Kilmann theories :

Team Formation

During my employment as a manager in recruitment I was asked to form a recruitment team to handle the growing hiring needs of the company. In the forming stage, I selected individuals from different departments like HR, marketing, and operations.

Identifying Team Roles (Belbin's Theory)

I assessed potential team members based on Belbin's team roles to create a balanced team. For example:

A 'Coordinator' to lead the team and manage schedules.

A 'Resource Investigator' to network and reach out to potential candidates.

A 'Completer-Finisher' to ensure all details in the recruitment process are meticulously handled.
'Team Workers' to facilitate cooperation and smooth team interactions.
This approach ensures that the team has a mix of necessary skills and temperaments to handle all aspects of the recruitment process efficiently.

Addressing Initial Challenges (Tuckman's Storming Stage)

As the team started working, they entered the storming stage. Differences in opinions and working styles, such as between aggressive marketing approaches and cautious HR policies, lead to conflicts.

Conflict Management (Thomas-Kilmann Model)

I had to use Thomas-Kilmann Conflict Mode Instrument to navigate these disputes. For instance:

Adopting a 'Collaborating' approach to integrate marketing's innovative outreach strategies with HR's structured selection criteria.

Using 'Compromise' in scenarios where time constraints and resource limitations are present, ensuring a balanced approach to urgent hiring needs.

Developing Team Cohesion (Tuckman's Norming and Performing Stages)

Norming:

I facilitated regular meetings to establish clear communication and align team goals, which helped the team to move into the norming stage where they started to work more cohesively.
Performing: Eventually, as team roles and conflict management strategies were solidified, the team transitioned into the performing stage. Here, they operated efficiently, with each member playing to their strengths, leading to a streamlined and effective recruitment process.

Outcome:

Through the application of Belbin, Tuckman, and Thomas-Kilmann theories, I effectively built a well-rounded recruitment team capable of handling the complexities and dynamics of the recruitment process, leading to successful and efficient hiring outcomes.

Conflict management and resolution strategies

Tuckman's model is pivotal in understanding that the 'storming' stage is a natural and necessary phase for team development. It is important to recognize and accept this stage as a period where conflicts are likely to surface due to varying opinions and personalities (Tuckman, 1965).
Adopting Conflict Resolution Styles (Thomas & Kilmann, 1974):

The Thomas-Kilmann Conflict Mode Instrument provides a framework for understanding different conflict-handling styles, such as collaborating, compromising, and avoiding. Tailoring these styles to specific conflict situations helps in resolving disputes effectively (Thomas & Kilmann, 1974).

Folger and Poole emphasize the importance of open communication in conflict resolution. Creating an environment where team members feel comfortable expressing their thoughts and concerns without fear of retaliation is crucial (Folger & Poole, 1984).
Building Trust and Understanding (Mayer et al., 1995):

Mayer, Davis, and Schoorman's work on trust suggests that building and maintaining trust within a team is essential for navigating through conflict. Understanding each team member's perspective and demonstrating reliability and openness can foster trust (Mayer et al., 1995).
Leadership and Emotional Intelligence (Goleman, 1998):

Goleman's concept of emotional intelligence in leadership plays a significant role in managing team dynamics. Leaders who are self-aware and empathetic can better navigate through the emotional landscape of the 'storming' stage (Goleman, 1998).

Conclusion

Successfully navigating the storming stage requires a combination of acknowledging the natural progression of team dynamics, utilizing appropriate conflict resolution strategies, fostering open and honest communication, building trust, and exercising emotionally intelligent leadership. These approaches, grounded in academic research, help in transforming potential conflicts into opportunities for team growth and development, leading to an effective team.

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